

MANUFACTURING EXTENSION PARTNERSHIP

Success Stories from the Field

Acme-Monaco Corp

Maine Manufacturing Extension Partnership

Winners with Wire - Acme-Monaco becomes Lean

Client Profile:

Acme-Monaco was founded as Acme Spring, Inc. in 1947 and has grown through the years to develop a diversified product line of commercial, orthodontic, medical springs, stampings, wire forms, and assemblies. The family-owned business originated in New Britain, Connecticut. In 1989 a second manufacturing facility was opened in Presque Isle, Maine. Acme-Monaco customers have a variety of customized wire work available to them. The company has the ability to manufacture to any required shape and do multiple types of wire construction in a variety of materials, including stainless steel, nickel titanium, and beta titanium. The company employs 50 people.

Situation:

Acme-Monaco was already utilizing cellular flow on their manufacturing process, but knew that they needed additional help to make the area operate more efficiently. Foreign competition was having a significant impact on their Presque Isle facility. There was also potential that some of their production line may be transferred to their New Britain, Connecticut facility. The maintenance shop was very disorganized and costing the company money to replace tools and items that were lost or not returned. Acme-Monaco decided to adopt some Lean Principles to help organize their Presque Isle manufacturing site. They knew they had to improve their processes to compete with foreign companies as well as with their sister plants. The company contacted the Maine Manufacturing Extension Partnership (Maine MEP), a NIST MEP network affiliate, for help.

Solution:

Acme-Monaco participated in Maine MEP's Time Wise 101, Principles of Lean Manufacturing workshop, which teaches basic Lean concepts and methodology so everyone would understand the ideas behind Lean Manufacturing. The company then asked Maine MEP to facilitate two 5S Kaizen events, one in the Posting Cell area, which focused on reorganization and layout changes, and the other in the Maintenance Department, which focused on over-all cleanliness and organization.

Results:

- * Reduced scrap by 7 percent.
- * Reduced lead time by 5 percent to 10 percent.
- * Reduced batch size by 50 percent.
- * Increased productivity by 20 percent.
- * Reduced travel distance by 7,500 square feet.
- * Increased floor space by 30 square feet.
- * Created 4 visual aids to help standardize and sustain Kaizen improvements.
- * In Maintenance Department:

MANUFACTURING EXTENSION PARTNERSHIP

Success Stories from the Field

- Reduced non value-added search time by 30 percent.
- Reduced travel time by 40 percent.
- Increased productivity by 10 percent.
- * Retained 36 jobs.

Testimonial:

"As a direct result of using these Lean manufacturing principles, Acme-Monaco's Presque Isle facility was able to retain 36 jobs and open up production capacity for future growth."

Mark Jarrett, Plant Manager